

Marketing Plan₂₀₀₅



Missouri Division of Tourism



John Robinson
Director Missouri Division of Tourism

Message from the director

It was one of those tidbits of information that left me bemused and ultimately, I hope, a little wiser. We had been promoting Missouri's One Tank Trips and our Web site vendor challenged me to guess which of the many highlighted attractions was prompting the most visitors to click-through for more information.

He said I'd never guess. He was right.

More Web site visitors were seeking additional information about the half-scale replica of England's Stonehenge, located in Rolla, than any of the other sites we included. Not to disparage Stonehenge, the original or waterjet technology reproduction, in any way – it was just not a result I would have anticipated, which illustrates why we can't leave the business of promoting Missouri's multi-billion dollar tourism industry to guesswork or hunches about what will work.

The Missouri Division of Tourism will continue to build its marketing efforts on a foundation of solid research and in

conformance with our Strategic Plan – a customer-focused process used to determine short- and long-term tourism initiatives that will benefit Missouri. Through our strategic planning, we seek advice from the tourism industry and customers via committees and surveys. The planning process provides a systematic way to review

initiatives and priorities for consideration during budgeting. The standard "Plan, Do, Check, Act" process, repeated within each section of MDT, guides staff as we design projects both to meet the customers' needs and to achieve the primary outcome of MDT: increasing tax revenues collected from sales in the tourism-related SIC Codes.

You hold in your hands one of our key strategic initiatives for the upcoming year. In an effort to make the annual *Marketing Plan* more valuable to our tourism industry, we have revamped the format and moved from a fiscal to a calendar year. What follows is a look at our research, advertising strategies and public relations initiatives for the upcoming calendar year. We believe that an advance look at our plans may assist our industry members as they map out their own programs.

Strategic initiatives

- *Marketing Plan revamped*
- *Information collection consolidation*
- *Co-op measurement*
- *Amateur sports and golf marketing*

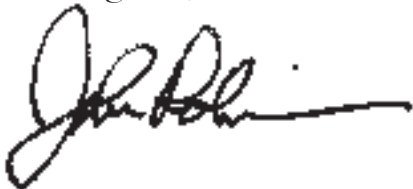
Another key initiative for 2005 includes consolidating our information gathering into one repository. No longer will we ask our hoteliers, owners of attractions, and the staffs of chambers and CVBs to submit information for our Web site separately from our *Vacation Planner*. We will begin gathering all of our information for online and publication purposes through our extranet. To ease us through this transition, we will provide additional training to the industry in the use of submitting information via the extranet.

Also in 2005, expect to see an increased focus on measuring the success of our Cooperative Marketing Program, with even more specific means implemented in subsequent years.

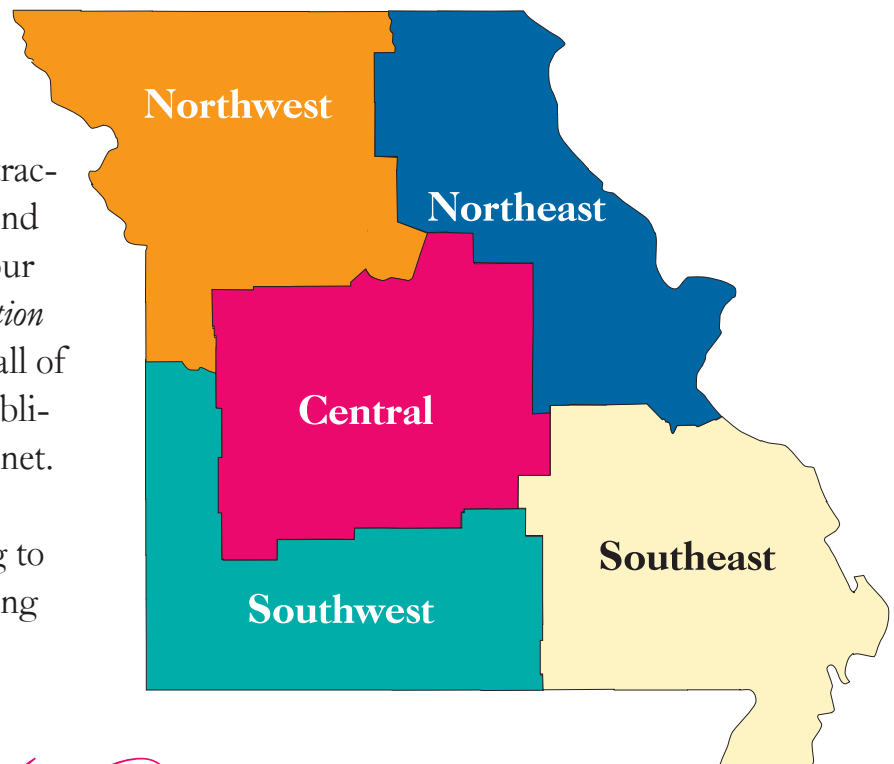
The fourth strategic initiative places a greater emphasis on marketing amateur sports and recreational golf. These fields offer tremendous potential for expansion, especially in our shoulder seasons, and we will examine how best we can partner with destinations to enhance their marketing efforts.

Through all of these means we will continue to pursue our vision of "Leading Missouri in becoming one of America's most memorable tourist destinations."

Warm regards,



Missouri's Five Vacation Regions



We will begin gathering all of our information for online and publication purposes through our extranet.

Projections for FY05 are a 3.2 percent tax revenue increase; and in FY06, a 3.7 percent tax revenue increase.

Research

The Missouri Division of Tourism conducts research to evaluate successful initiatives and as a forward-looking strategic planning tool.

Advertising and Public Relations Effectiveness

A pre- and post-advertising campaign study determines the levels of advertising recall and the effectiveness of campaign messages. We measure return on investment and overall ad effectiveness. Geographic areas surveyed are those targeted by advertising campaigns.

Vendor: SMARI

Phase one: fall 2005; Phase two: early 2006

Advertising Concept Study – African-American and Domestic Markets

Study includes a qualitative (focus groups) and quantitative (online) evaluation of both current advertising as well as new concepts. This study is performed from the perspective of the domestic traveler. It is conducted prior to the spring campaign start-up and evaluates the anticipated effectiveness of different ad types.

Vendor: SMARI

December 2005

Lodging Statistics

Monthly report reflects lodging occupancy throughout the state and in comparison to competitors. Helps indicate travel trends.

Vendor: Smith Travel

Monthly

Economic Impact Analysis

Report summarizes the regional direct economic impact analysis of Missouri travel and tourism on the state.

Vendor: University of Missouri-Columbia

January 2005 and 2006

Market Share Analysis

Report provides an analysis on the size of Missouri's tourism activities in comparison to competitive states.

Vendor: University of Missouri-Columbia

January 2005 and 2006

Web Site Study

Conducted in two phases, the first phase of the study asks Web site users to evaluate our site and determines who visits VisitMO.com. The follow-up phase examines the differences between Web visitors who actually come to Missouri and those who do not. The study is being conducted with other states and will show how we compare.

Vendor: Texas A and M

Quarterly, year-end reporting in January/February

AnalyticCRM System-Database Analysis and Management

RUF Strategic Marketing has developed a proprietary, customer intelligence application that allows database analysis including activity by location down to a household level. Further, by utilizing access to RUF's data resources, specifically targeted mailing lists of potential visitors, similar to current visitors, can be purchased for direct marketing applications.






Vendor: RUF Strategic Marketing

Ongoing

SIC Codes

Tourism Expenditures

in billions

FY02 Actual		\$7.66
FY03 Actual		\$7.75
FY04 Projected		\$8.02
FY05 Estimated		\$8.28
FY06 Estimated		\$8.61

TravelScope

Raw consumer data from TIA, which include trip activities, transportation modes, destinations, accommodations, dollars spent, etc., are used as a basis for economic impact and market share reports. Plans are to conduct a Web version test in 2005.

Vendor: TIA
Quarterly

Communications

The Communications Program comprises the Missouri Division of Tourism's *Official Missouri Vacation Planner*, publications, public relations activities and Web site.

Official Missouri Vacation Planner

Goal

Disseminate information about travel in Missouri to attract prospective visitors.

Strategy

Produce comprehensive travel fulfillment publication that includes recreational opportunities, attractions and accommodations.

Tactics

- Compile up-to-date data and eliminate redundancies in information collection using the division's extranet as the source for *Vacation Planner* listings.
- Highlight special areas of interest to travelers visiting Missouri with various feature sections.
- Spotlight new attractions.
- Conduct annual photo contest in which visitors submit their images for consideration in publications.

Publications

Goal

Strengthen awareness of Division of Tourism activities and programs, as well as sites and attractions of interest to Missouri residents.

Strategy

Create informative publications and online newsletter for a variety of audiences.

Tactics

- **Annual Report**, audience - Missouri State Legislature.
- **Tourism's Little Book**, audience - Missouri tourism industry.
- **Spring Newspaper Insert**, audience - Missouri residents.
- **Marketing Plan**, audience - Missouri tourism industry.
- **Monitor**, audience - Missouri tourism industry and public.

Public Relations

Goal

Support the division's objective of increasing revenue from travelers' expenditures.

Strategy

Increase awareness of Missouri as a vacation destination by generating positive coverage in the media.

Tactics

- Leverage editorial coverage through media buys.
- Generate timely, accurate and appealing news releases about Missouri tourism destinations. Planned topics for 2005 include: Black History Month, Off-Season Golf, Spring Fishing, Food Across Missouri, Adventure, Ozark Trail and Drive-In Theaters.
- Host in-state press tours for travel writers. Planned tours for 2005 include: Famous Missourians, Family Travel, Music, Cuisine and Wines (in cooperation with the Department of Agriculture's Grape and Wine Program).
- Coordinate individual press tours and assist writers on assignment.
- Publicize special events.
- Pitch Missouri stories at media marketplaces: North American Travel Journalists Association Conference and Marketplace, Public Relations Society of America Tour and Travel Section Marketplace, Midwest Travel Writers Association, Travel Media Showcase, and Missouri Press Association Convention.
- Make in-person calls on editors of targeted national publications during New York media mission.
- Maintain memberships in media organizations, including the Public Relations Society of America Tour and Travel Section, Midwest Travel Writers, Outdoor Writers Association of America, the Missouri Broadcasters Association and the Missouri Press Association.
- Assist journalists gathering information, images and other materials.
- Maintain and update the News Bureau on www.VisitMO.com.

www.VisitMO.com

Goal

Employ the most cost-effective means to reach travelers with MDT's message.

FY06 Cooperative Marketing Program

proposed funding levels at a glance

CATEGORY	Brochure Program	Small Project Marketing	Tourism Research	Traditional Leisure	Traditional Statewide	Traditional Convention	Destination Advertising
Certification requirements	All certification levels	All certification levels	All certification levels	Leisure Travel or Destination Advertising	Statewide Marketing	Leisure Travel or Destination Advertising	Destination Advertising
Project period	July 1, 2005 through June 30, 2006	Two six-month periods	One 12-month period	One 12-month period	One 12-month period	One 12-month period	One 12-month period
Minimum state funds per application¹	\$100	\$500	\$500	\$5,000	\$1,000	\$5,000	\$50,000
Maximum state funds per application¹	\$2,500	\$5,000	\$5,000	\$50,000	\$10,000	\$60,000	\$400,000
Organization fiscal year maximum¹	\$2,500	\$10,000	\$5,000	\$50,000	\$10,000	\$60,000	\$400,000
Maximum number of applications accepted	One per fiscal year	One per project period/ two per fiscal year	One per fiscal year	One to three total per fiscal year	One per fiscal year	One or two per fiscal year	One or two per fiscal year
Applications due	July 1, 2005 through April 15, 2006	March 1, 2005 and Sept. 1, 2005	January 31, 2005	January 31, 2005	January 31, 2005	January 31, 2005	April 15, 2005
Proposed FY06 funding levels by category²	\$10,000	\$40,000	\$50,000	\$700,000	\$20,000	\$300,000	\$2,180,000
PROPOSED FY06 FUNDING²	\$800,000				\$20,000	\$300,000	\$2,180,000
	\$3,300,000						

¹This is a 50/50 matching funds reimbursement program. These minimums and maximums reflect only the state's share. Projects are funded at 50 percent local dollars and 50 percent state match.

²This chart represents the proposed amount to be allocated for the Cooperative Marketing Program. Funding granted to MDT may necessitate adjustments.

Strategy

Increasingly use the Division of Tourism Web site as the vehicle to disseminate information about Missouri destinations, attractions, events and promotions.

Tactics

- Use the MDT Web site extranet to collect information for publications, including the *Vacation Planner*:
 - Offer industry members extranet training to post their listings.
- Enhance www.VisitMO.com to create an industry-leading Web site.
 - Upgrade visitor tracking within site.
 - Determine where users drop off and what percentage completes the checkout process.
 - Determine what search engines and keywords or phrases drive

visitors to the site and how these visitors participate on the site by search engine origin.

- Identify the most popular groups of Web site pages and how often they are visited.
- Build a custom database to track the history of visitors to determine visitors by loyalty, site immersion and lifetime value.
- Employ a proprietary GeoTrends database to track visitors' geographic origins around the world, as well as Designated Marketing Areas within the United States.
- Improve navigation.
- Expand mapping to scenic drives and trip planning sections.
- Enhance trip ideas, itineraries.

Cooperative Marketing

The Division of Tourism's 50/50 matching funds reimbursement program exemplifies the valuable partnership that exists between MDT and Missouri destination marketing organizations (DMOs). The Cooperative Marketing program provides a dollar for dollar match for the implementation of approved performance-based tourism marketing projects developed by certified nonprofit, professional DMOs.

Goal

Increase domestic tourism revenues.

Strategies

- Extend MDT marketing resources through participation in strategic marketing partnerships.
- Support local performance-driven projects to increase tourism.
- Provide incentives and opportunities for marketing growth and improvements.
- Strengthen tourism industry and MDT partnerships.

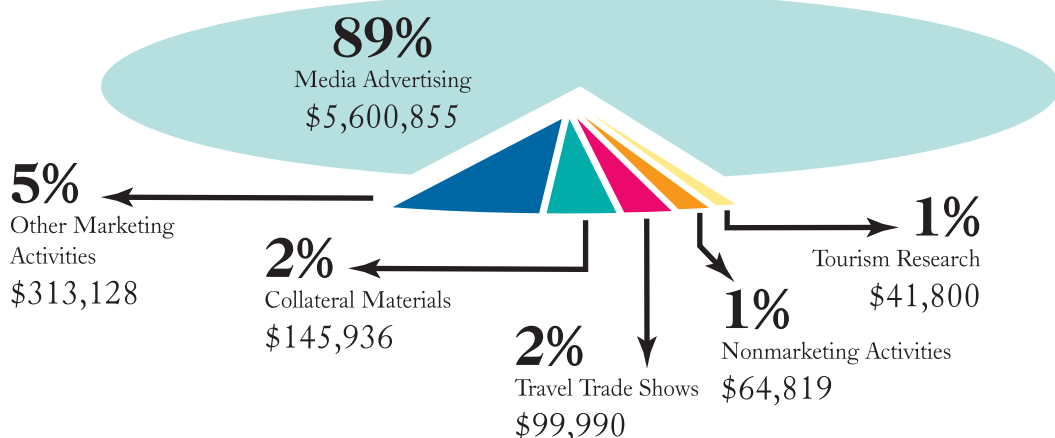
Tactic

- MDT will fund projects that support the program strategies.

Fiscal year 2005 Cooperative Marketing awards total \$3,107,111. Combined with the local match, the FY05 program exceeds \$6.2 million in tourism advertising activities. Eighty-nine percent, or \$5,600,855, of the dollars budgeted for FY05 Cooperative Marketing projects will be used for the placement of media advertising between July 1, 2004, and June 30, 2005. Participants scheduled 75 percent of the media dollars for placement between Jan. 1 and June 30 of calendar year 2005.

Cooperative Marketing advertising placements both complement and enhance MDT's media plan. By doubling the division's Co-op investment, this program plays a crucial role in the success of MDT's overall domestic marketing strategy.

Cooperative Marketing Activities Approved for FY05 by Type



Measuring Success

The Cooperative Marketing Program requires that all program participants receiving funding awards of \$10,000 to \$50,000 develop and implement systematic plans measuring the outcome of their tourism marketing efforts. These plans must include quarterly reporting of marketing response, as well as an in-depth measurement plan designed for each project.

Destination Advertising participants receiving awards of \$50,000 or more must report ad response tracking each quarter, as well as implement an approved outcome measurement plan that includes a calculation of the return on investment.

Following the conclusion of each fiscal year, MDT combines and analyzes outcome information provided by participants. MDT

\$3,304,504
TV/Cable

\$1,288,197
Magazine

\$728,111
Newspaper

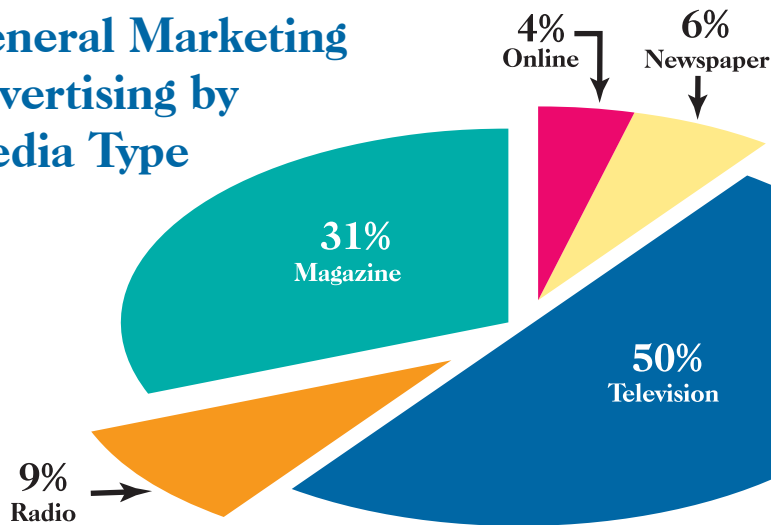
\$168,026
Other Print

\$112,017
Radio

FY05 Cooperative Marketing Advertising by Media Type

TV/cable advertising and print ads targeting regional and national markets comprise more than 80 percent of the \$5.6 million in media advertising approved for FY05.

General Marketing Advertising by Media Type



publishes this information in an annual program summary report available in February.

FY06 Funding Opportunities

MDT distributed the program information for FY06 during the first week of August 2004. To introduce each new program year, Co-op staff schedules educational seminars during September and October. Visit the MDT Web site, VisitMO.com, for additional information on the Cooperative Marketing Program, including DMO certification, FY06 program guidelines, applications, instructions and seminar registration. At the home page, click on Industry Insights, then Cooperative Marketing Program, finally FY06 Program Information.

Domestic Marketing

While Domestic Marketing comprises portions of the division's other marketing programs, what follows is information on MDT's general marketing program, which encompasses the majority of the target population.

Goal

Increase visitation to Missouri by out-of-state travelers and raise the number of Missouri residents who opt to spend their vacations in-state.

Strategy

Increase consumer awareness of Missouri's tourism product.

Tactics

- Place advertising utilizing a balanced mix of image and awareness-building media – primarily broadcast and direct response-oriented media – including television, magazines, newspapers and select online placements.
- Base campaign timing upon research. Campaigns will be timed to promote fall travel (August through October), holiday travel (November and December), and spring/summer travel (March through July).
- Create campaigns that combine shorter, more frequent getaways with traditional one- or two-week vacations.
- Emphasize in all communications Missouri's unique appeal to potential travelers who possess a wide variety of leisure travel interests and needs.
- Use promotions in media campaigns to extend advertising budgets via partnerships.
- Continue to have Missouri represented at national and regional

2005 Television, Radio and Online Advertising

	January	February	March	April	May	June	July	August	September	October	November	December
RADIO												
Network												
Learfield Networks (Mo., Iowa, Ill., Neb.)												
Kansas City Royals												
St. Louis Cardinals												
TELEVISION												
Network												
Kansas City Royals												
St. Louis Cardinals												
ONLINE												
Various travel Web sites												

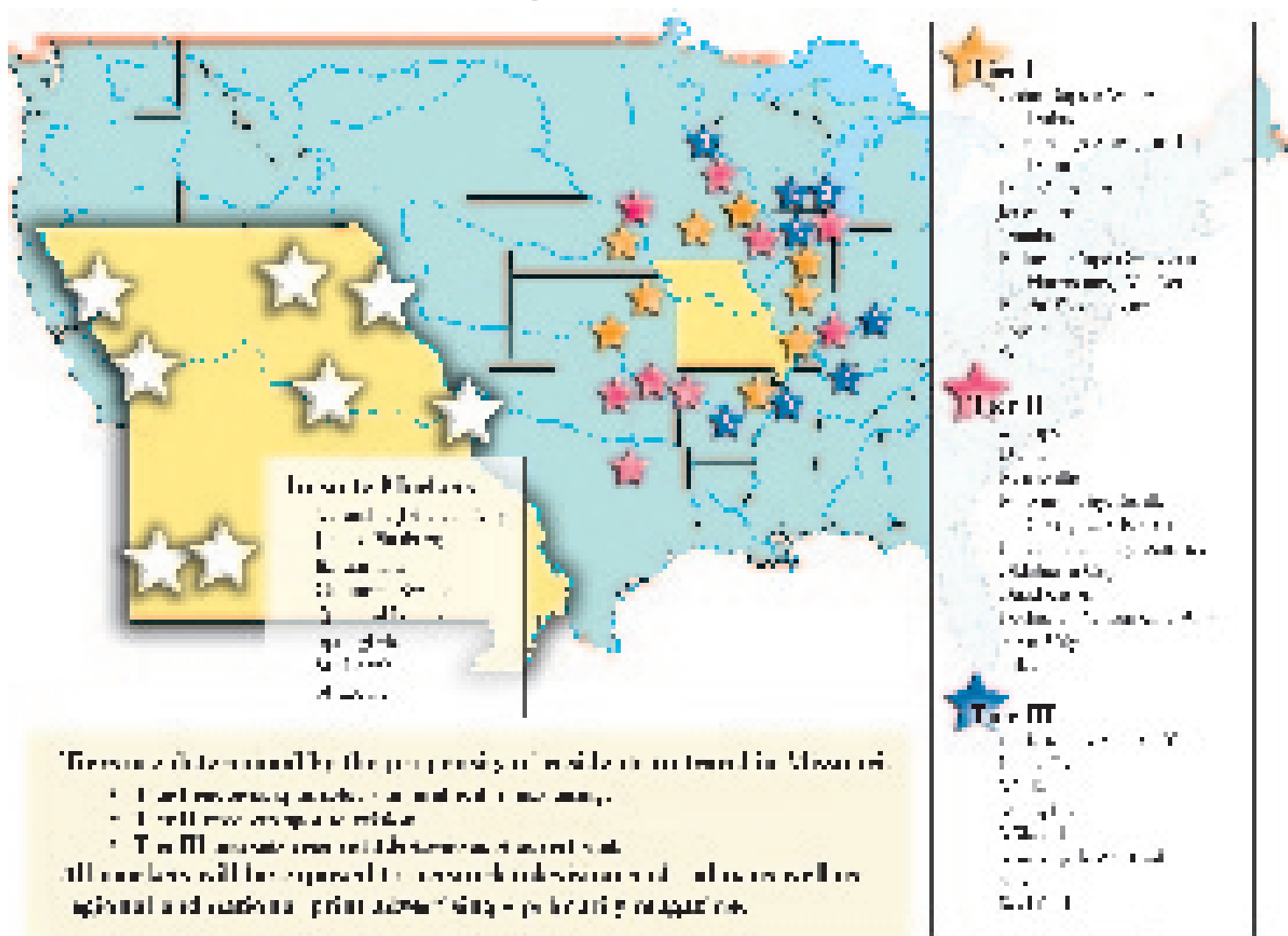
2005 Domestic Magazine Advertising

MAGAZINES	January	February	March	April	May	June	July	August	September	October	November	December	Circulation
Consumer Display													
AAA Tourbook													785,929
AARP The Magazine													3,717,531
American Heritage													352,060
Arthur Frommer's Budget Travel													530,723
Better Homes and Gardens													1,403,000
Camping Life													80,004
Cottage Living													500,000
Country Home													457,000
Country Living													619,000
Country Weekly													402,050
Endless Vacation													293,486
Family Fun													1,770,141
Friendly Exchange													2,376,000
Good Housekeeping													780,000
Home & Away													3,332,431
Ladies Home Journal													774,000
Midwest Living													858,836
Midwest Traveler													462,587
Missouri Life													11,800
More													896,415
Oprah													687,010
People													817,000
Preservation													190,458
Prevention													641,043
Reader's Digest													2,500,000
Redbook													441,500
Show-Me Missouri													23,500
Southern Living													645,000
Texas Monthly													300,153
Time - Gold Edition													1,000,000
Traditional Home													938,901
Trailer Life													283,826
Travel & Leisure													965,977
Travel 50 & Beyond													100,000
Travel America													242,340
Vacations													197,535
Woman's Day													1,754,000
BROCHURE PANELS													
Newspaper and Magazine													
American Profile													1,985,000
Metro Iowa Plus													1,252,000
Midwest Vacation Guide													4,000,000
Preprint Insert													2,160,000
USA Weekend													6,714,647
Valassis Vacation Values													5,151,000

2005 Television and Radio Advertising by Tier

	January	February	March	April	May	June	July	August	September	October	November	December
TELEVISION												
Spot Market – Tier I Markets												
Cedar Rapids-Waterloo-Dubuque												
Champaign-Springfield-Decatur												
Des Moines-Ames												
Jonesboro												
Omaha												
Paducah-Cape Girardeau-Harrisburg-Mt. Vernon												
Peoria-Bloomington												
Topeka												
Wichita												
TELEVISION												
Spot Market – Tier II Markets												
Chicago												
Dallas												
Evansville												
Ft. Smith-Fayetteville-Springdale-Rogers												
Lincoln-Hastings-Kearney												
Oklahoma City												
Quad Cities												
Rochester-Mason City-Austin												
Sioux City												
Tulsa												
TELEVISION												
Spot Market – In-State Markets												
Columbia-Jefferson City												
Joplin-Pittsburg												
Kansas City												
Ottumwa-Kirksville												
Quincy-Hannibal												
Springfield												
St. Joseph												
St. Louis												
RADIO												
Spot Market – Tier I Markets												
Cedar Rapids-Waterloo-Dubuque												
Champaign-Springfield-Decatur												
Des Moines-Ames												
Jonesboro												
Omaha												
Paducah-Cape Girardeau-Harrisburg-Mt. Vernon												
Peoria-Bloomington												
Topeka												
Wichita												

Domestic Advertising Market Tiers



sports shows and other outdoor marketing events. MDT representatives also are available to assist travel journalists.

- Reach our best customers employing targeted one-to-one messages in direct marketing efforts.
- Participate in sports shows, as well as assist DMOs' efforts in attracting and securing teams.
- Increase emphasis on meetings and conventions marketing as part of MDT's overall marketing plan.

Strategy

Increase awareness of the tourism industry among Missouri legislators.

Tactic

- **Savor the Flavor:** This festival is held in April every two years and exposes state legislators and other elected officials

to the sounds and sites of the diverse Missouri travel and tourism industry. More than 100 tourism entities from around the state gather in mid-Missouri to present a sample of what their areas have to offer tourists.

Strategy

Provide educational and networking assistance to Missouri tourism industry.

Tactic

- **Missouri Governor's Conference on Tourism:** Along with corporate and industry sponsors, the division brings in well-known national and regional speakers to provide Missouri tourism professionals with the most up-to-date tourism-related information possible about marketing, including online strategies, public relations and research.

International

While exchange rates, air safety and the perception of transportation safety are not within the control of any marketing entity, it is vital to maintain a strong presence in Canada and the United Kingdom. According to the Canadian Tourism Research Institute, all indicators point to a slow but steady return to a pre-2001 success rate by 2006. The U.S. Department of Commerce, Office of Travel and Tourism Industries predicts a similar 2006 recovery for the United Kingdom.

Legacy Dimensions, along with MDT's United Kingdom representation firm and the Missouri tourism industry are creating new and innovative programs to contribute to the Missouri Division of Tourism's desired outcome of increased international visitation.

Target Markets

Canada

Marketing efforts will target:

1. Ontario
2. Alberta
3. Quebec

United Kingdom/Ireland

Increased available product offerings and tour operator passenger booking reports continue to reinforce the United Kingdom as a primary international market. In addition, Ireland will receive renewed interest as a result of extremely positive consumer show feedback and a favorable financial outlook.

Goal

Increase international visitors to Missouri.

Strategy

Increase awareness among consumers of the state's offerings.

Tactics

- Participate in consumer shows in primary markets.
- Host media on personal trips and itinerary-based familiarization tours as well as maintain in-country media relationships.
- Continue destination training for front-line travel agents.
- Place consumer advertising.
- Participate in co-op marketing programs, including direct mail, with established in-country tour operators.
- Issue country-specific press releases.

Strategy

Maintain communication with travel agents.

Tactics

- Host and participate in high profile travel-trade trade shows.
- Continue travel agent training sessions and group destination training.
- Host group and individual familiarization trips.
- Advertise in the travel trade.
- Pursue editorial coverage targeted toward travel agents.
- Engage in co-op marketing programs with select travel partners.

Missouri's target audiences in the Canadian and U.K. markets share similar traits:

- *Empty nesters traveling alone or with older children;*
- *Age 50-plus;*
- *Have visited the United States at least four times prior to Missouri visit;*
- *Combine a Missouri visit with visits to at least two other states;*
- *Research destinations and rely on recommendations;*
- *Have interest in authentic experiences and familiar icons;*
- *Take their holidays via auto (fly/drive).*

Strategy

Increase tour product offerings and maintain current product level.

Tactics

- Increase Missouri product available through major American-based receptive operators.
- Offer product updates during appointment-based trade shows, such as TIA Pow Wow, World Travel Market and Ontario Motor Coach Association.
- Support tour operator events.
- Conduct sales calls to tour operators.
- Coordinate special events focusing exclusively on Missouri.
- Increase targeted co-op marketing support for existing programs.
- Conduct familiarization trips for product development decision-makers.
- Create and maintain market-specific newsletters and sales guides.
- Educate Missouri industry on the importance and intricacies of working with the international tour operator.
- Work with Missouri tourism industry and in-country representation firm(s) to create incentive programs to develop more comprehensive U.K./Canadian visitor arrival statistics.
- Continue an aggressive consumer awareness program.
- Pursue editorial coverage directed toward the foreign travel trade through press releases, personal contact and familiarization trips.

Future Itinerary Concepts

Tour operators, whether domestic or international, are constantly seeking something new. This may be in the form of a completely new theme tour or updates to an existing tour. Because many tour operators rely on repeat clientele, keeping product “fresh” is an ongoing issue particularly in the Canadian and domestic markets.

In keeping with the itinerary-based sales approach, Legacy Dimensions will focus on:

- Civil War 150th anniversary;
- Agritourism and industrial tours;
- Ozark heritage tours;
- 2006 return of Lewis and Clark;
- Great outdoors/soft adventure.

Cultural Tourism

Goal

Generate travel to Missouri for its history, heritage and arts.

Strategy

Identify and market those parts of Missouri’s history, heritage and art that offer an experience not found elsewhere.

Missouri Agritourism

When tourists visit a harvest festival, stop off at a winery and take the tour, spend the afternoon at a pick-your-own orchard, or cut a Christmas tree, that’s agritourism. And it’s a growing segment of Missouri tourism. The division will work closely with the Department of Agriculture and the Agritourism Council to promote the experience of agriculture and Missouri agricultural products.

Goal

Encourage visitation to agritourism attractions by new visitors and expand existing visitors’ stays by including agritourism attractions in their itineraries.

Strategy

Use public relations to promote the state’s agritourism opportunities.

Tactic

- Pitch stories to family-oriented media that focus on the experience of agritourism, e.g. learning vacation, working farms and living history.

Strategy

Incorporate agritourism opportunities into existing advertising.

Tactic

- Explore joint advertising opportunities with the AgriMissouri program.

Strategy

Promote agritourism opportunities to groups.

Tactics

- Add agritourism opportunities to existing group itineraries.
- Include agritourism information in meetings with travel planners, particularly student and youth groups.

Missouri Arts

Goal

Drive traffic to Missouri’s museums, theaters, music venues and crafts outlets.

Strategy

Use a public relations campaign to promote arts travel opportunities.

Tactics

- Write press releases on upcoming exhibits, plays, musicals, festivals.
- Write feature stories for distribution.
- Highlight art experiences.
- Promote Provenance Project.
- Promote craft exhibitions.
- Create itineraries around art and music.
- Develop theme art, music press tours.
- Promote music festivals.

Strategy

Incorporate art and music opportunities into existing advertising.

Tactics

- Use advertorial opportunities.
- Create a calendar of arts or music events.
- Incorporate arts and music into advertising campaigns.
- Create contest to attract interest/drive traffic to musical events, plays at the Fox, symphonies and music concerts.

Strategy

Use Web site to feature art and music.

Tactics

- Feature artists, performances, festivals.
- Feature Missouri music CD, supply streaming audio, make it downloadable.

Strategy

Research success of arts and music promotion to determine future strategies.

Tactics

- Use existing research to determine who travels for art and music.
- Determine what motivates these travelers.

Missouri Golf

Missouri's climate and geographic location afford golfers the opportunity to play nearly year-round. This is enticing to those Northerners who can't play in their home states for many months of the year. The state offers a variety of courses at all levels of difficulty.

Goal

Increase golfing visits to Missouri, particularly during the late fall and early spring.

Strategy

Use public relations to tout Missouri's milder climate and visitors' ability to play golf throughout most of the year.

Tactics

- Pitch feature story ideas to editors of golf magazines.
- Pitch stories to editors of travel sections at targeted newspapers.
- Pitch stories to editors of sports pages at targeted newspapers.
- Persuade the Weather Channel to feature Missouri.
- Develop golf itinerary or golf tour.

Strategy

Incorporate golf into existing advertising.

Tactics

- Purchase space in golf publications.
- Bundle with advertorials.
- Use golf shots in ads.
- Encourage half-hour television show on a Fox Sports channel.
- Purchase advertising in spot markets for PGA events.

Missouri Heritage

Missouri is home to people of many races, creeds and cultures. Travelers can experience many different traditions and customs throughout the state.

Goal

Generate travel to places and events that highlight the people who shaped Missouri.

Strategy

Create a public relations program that invites the traveler to experience Missouri's culture, such as the German heritage in Hermann and Italian traditions on the Hill in St. Louis.

Tactics

- Write press releases on heritage events.
- Pitch feature stories on communities and the people who settled them.
- Build press trips around the people and places of Missouri.

Strategy

Incorporate heritage attractions and events into existing advertising campaigns.

Tactics

- Highlight heritage events and sites in advertorials: Juneteenth, Oktoberfest, Fiesta Hispana.
- Create heritage itineraries.
- Create fulfillment pieces that showcase heritage sites and events.

Strategy

Use the Web site to draw travelers.

Tactics

- Enhance Web site content pertaining to Missouri heritage.

Strategy

Measure success to determine future strategy.

Tactics

- Include in existing research.
- Determine what is known about Missouri's heritage sites.
- Survey why travelers visit Missouri's heritage sites.

Missouri History Civil War

In 2011, the United States will commemorate the 150th anniversary of the Civil War. The sesquicentennial of the Civil War has the potential to claim a large share of the nation's attention. The state should begin now to promote its Civil War history in preparation for this upcoming anniversary.

Goal

Generate traffic to Missouri's Civil War sites.

Strategy

Raise awareness of Missouri's Civil War history and heritage.

Tactics

- Develop themes to highlight how the Civil War played out in Missouri, e.g. battlefields; the African-American presence; women in the war; reenactments; Missouri firsts; Missouri Compromise; Dred Scott; Lincoln University; Island Mound; and Underground Railroad.
- Create advertising designed to highlight Missouri's Civil War heritage.
 - Use value-added advertorials to promote unique aspects of Missouri and include itineraries, highlight sites.
 - Drive traffic to Missouri's Civil War Heritage Web site.
- Develop a public relations campaign to promote Civil War heritage and sites.
 - Pitch stories and itineraries to history, travel and cultural magazines

and newspaper sections: *Smithsonian*, *American Heritage*, *American Legacy*.

- Create Civil War press trips.
- Pitch stories and itineraries to the electronic media: Travel Channel, Discovery Channel, the Learning Channel, History Channel, morning network shows on significant dates.

Strategy

Promote Missouri's Civil War history and heritage to groups.

Tactics

- Create itineraries.
- Create fulfillment.
- Pitch Civil War tours and sites to travel planners at trade shows: NTA, ABA, AATC, Bank Travel, Glamer, Student Youth Travel Association.
- Pitch Civil War information to travel trade publications focusing on travel planners: *Courier*, *, *Group Travel Leader*, *Bank Travel Magazine*, *Travel Bound*.*

Strategies

Determine what the customer wants from a Civil War travel experience and determine the success of efforts.

Tactics

- Build questions into existing research:
 - What do people know about Missouri's Civil War heritage?
 - Is Missouri a Civil War destination?
 - What would make them consider Missouri for Civil War sites?
- How do we measure success?

Lewis and Clark

Missouri has played a prominent role in the Lewis and Clark Bicentennial Commemoration, which has received national attention. Opportunities exist to continue to promote Lewis and Clark through 2006.

Goal

Keep Missouri top of mind as a Lewis and Clark destination.

The state should begin now to promote its Civil War history in preparation for the upcoming 150th anniversary.

African-Americans spend \$30 billion in travel and leisure consumption, representing a large portion of the country's tourism expenditures.

Strategy

Continue including Lewis and Clark in existing efforts.

Tactics

- Use a strong public relations campaign to continue to promote Lewis and Clark-related events.
- Remind travelers of Missouri's Lewis and Clark history.
- Promote the final National Signature Event in Missouri.
- Highlight expedition's connections to Missouri: John Colter, Clark's Grave.
- Place Lewis and Clark advertising in selected publications to promote the 2006 commemoration and National Signature Event.

Strategy

Use measured results from the 2004 Lewis and Clark Commemoration to determine the best ways to market 2006.

Tactics

- Include Lewis and Clark-related questions in existing research.
- Determine interest in the commemoration.
- Assess interest in Lewis and Clark sites and in participating in final events.

Other History

Goal

Increase revenue by driving traffic to the state to experience its historic attractions.

Strategy

Promote attractions and events that pertain to Missouri's history.

Tactics

- Maintain contact with communities to keep abreast of what is available.
- Develop itineraries that encourage travel to historic sites and events.
- Use the Web site to present sites and events to the traveler.
- Use public relations and advertising where appropriate.

Ethnic Marketing

In 2005, "Missouri Nights" will continue to be the umbrella theme for the "Check out your backyard" campaign. The brand will communicate the positioning of a complete nighttime entertainment experience, but will evolve to include more family activities.

Program Goals

- Increase Missouri's domestic market share of the African-American sophisticated traveler, business traveler and overnight traveler.
- Increase the expenditures of African-American travelers.
- Increase the conversion rate of domestic African-American travelers who seek information about Missouri.
- Increase Missouri travel between St. Louis and Kansas City.
- Increase brand awareness among domestic African-American travelers.
- Increase visitation to www.missourinights.com.
- Grow interactive database to be used in relationship marketing initiatives.
- Build a relationship with the traveling urban family.

Target Audience

The campaign's target audience is Midwest urban travelers searching for a weekend vacation within a four- to five-hour drive of their residence. The urban traveler has a busy lifestyle, so the need for ease in planning a getaway is critical for the selection process. The Internet has opened up many travel options within this target, allowing for the exposure to multiple interactive advertising vehicles. The need to captivate the mind-set of this urban traveler is important to the future of Missouri tourism.

The African-American market spends more than \$530 billion in the U.S. economy. African-Americans spend \$30 billion in travel and leisure consumption, representing a large por-

tions of the country's tourism expenditures. This market represents the nation's largest ethnic and emerging consumer market.

The latest census data show that the overall minority population will account for nearly 90 percent of the total growth in the U.S. population during the next decade. The minority population most likely will surpass the nonminority population after 2050.

Out of the 33 million African-Americans in the United States, 19 percent reside in the Midwest and 53 percent reside in the South. Furthermore, 86 percent of African-Americans live in metropolitan areas and more than half live in central cities within a metropolitan area.

African-American Sophisticated Travelers

- Adults, middle class, 21-54
 - Bull's-eye, 25-40
 - \$40K-plus
 - Busy, active lifestyle
 - Concerned about quality of life
 - Informed regarding travel options
 - Complicated lives
 - Value education
 - Looking for opportunities
 - Jobs
 - Upward mobility
 - Technologically savvy

Target Markets

Market	A-A Population
Chicago	1,065,009
Memphis	472, 911
St. Louis	457,833
Kansas City	236,443
Omaha	61,529

The primary target markets were identified based on the following criteria:

- Demographic composition;
- Cities with significant African-American populations;
- Proximity to Missouri – feeder markets to St. Louis and Kansas City;
- Driving time to feeder markets;
- Media cost efficiency.

Media Strategy

The strategy is to use an advertising mix that creatively maximizes the budget

for greater media weight and promotional added value in each market. The enhanced campaign will use different media outlets to distribute the Missouri Nights message. Each medium would strategically air/run the message at the precise time of the decision to travel.

Internet advertising will also play a vital role in communicating our message. Continuing the momentum from the 2004 campaign, placement of advertising on popular sites for urban travelers will be executed. This strategy will provide www.missourinights.com additional exposure to the target audience residing outside of the five strategic markets.

Traditional

- Television
- Radio
- Print
- Internet
- Outdoor

Nontraditional

- Ambush marketing
- Content production
- Interactive database to direct-relationship market to individuals who have shown an interest in Missouri
- Missouri Nights Plan-o-gram

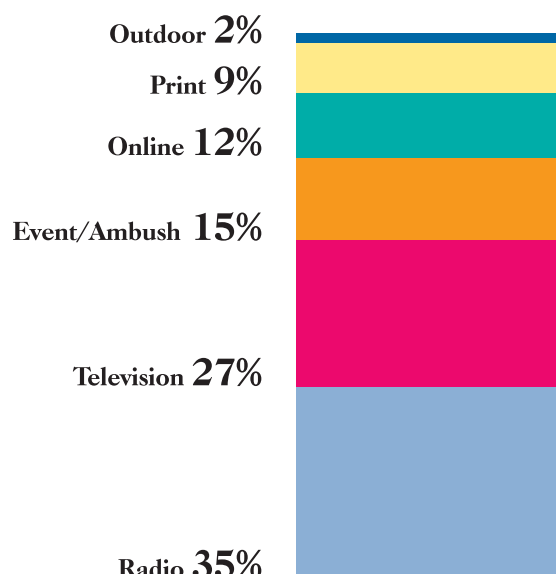
Fulfillment Strategy

The fulfillment strategy is designed to give urban travelers, particularly those with families, help planning their trips to Missouri.

A Missouri Nights Plan-o-gram will outline specific trips to accommodate the different needs of a family.

Advertising the simplicity in a tool such as this will especially appeal to the time-starved urban traveler. The Plan-o-gram will be distributed through the USA 800 fulfillment house as well as displayed on www.missourinights.com.

African-American Advertising by Media Type



Tour and Travel

In 2000, the Division of Tourism with the input of the Group Tour Strategic Planning Committee, determined that embracing the changing domestic group tour market should include focusing on affinity groups. This focus has proven successful and has been well-received by the Missouri tourism industry. Legacy Dimensions will continue this direction in 2005.

Target Markets

- Primary-affinity groups
 - Bank clubs
 - Group leaders
 - Military reunions
 - Religious groups
- Student youth groups
- Secondary-traditional travel trade
 - Tour operators
 - Travel agents

Target Audience

- Age 55-plus traveling with spouse or widow(er) traveling alone

- Students traveling for educational or performance purposes
- Day trip groups
- Baby boomers seeking individual experiences without driving

Goal

Increase domestic group visitors to Missouri.

Strategy

Promote Missouri as a positive and memorable destination for group travel.

Tactics

- Expand promotions and trade shows targeting affinity groups.
 - Participate in National Tour Association, continuing a 22-year tradition of sponsoring Breakfast in Bed.
 - Participate in American Bus Association Convention.
- Host group tour media on personal trips and itinerary-based media familiarization tours.
 - Develop a religious sites tour to include shrines, cathedrals, etc.
 - Conduct soft adventure tours.

Events, Trade Shows and Marketplaces

January 4-9

Kansas City Sport and Boat Show
Kansas City

January 19-23

Chicago Sport and Boat Show
Chicago, Ill.

January 25-26

Canadian Snowbird Extravaganza
Lakeland/Tampa, Fla.

January 31 - February 16

Tulsa Sport and Boat Show
Tulsa, Okla.

February 5-10

American Bus Association Annual Convention
Chicago, Ill.

February 8-9

Canadian Snowbird Extravaganza
South Padre, Texas

February 10-12

Bank Travel Conference
Mississippi Gulf Coast, Miss.

February 22-27

St. Louis Boat Show
St. Louis

February 2005

Capitol Day for Tourism
Jefferson City

Winter 2005

U.K. Consumer Holiday Shows
United Kingdom

March 29 - April 3

Minneapolis Sport and Boat Show
Minneapolis, Minn.

April 17-19

Public Relations Society of America Tour and Travel Marketplace
Denver, Colo.

April 24-25

Lake of the Ozarks Outdoor Writers Hunting and Fishing Event
Lake of the Ozarks

April 28-30

African-American Travel Conference
Louisville, Ky.

April 2005

Missouri Day in Toronto/ Missouri Spring Gala
Toronto

April 2005

Savor the Flavor Festival
Jefferson City

May 3-7

TIA Discover America International Pow Wow
New York, N.Y.

May 7-15

22nd Annual National Tourism Week

May 15-18

North American Travel Journalists Association Conference and Marketplace
Santa Fe, N.M.

Spring 2005

Reunion Network
TBA

June 5-7

Missouri Association of Convention and Visitor Bureaus Annual Meeting
TBA

June 12-15

Travel and Tourism Research Association
New Orleans, La.

June 18-22

Outdoor Writers Association of America Conference
Middleton, Wis.

visit by an overnight motor coach tour group leaves from \$5,094 to \$11,264 in a destination's economy.

- Continue to promote Lewis and Clark, focusing on festivals.
- Develop multi-generational itineraries.
- Offer student-friendly itineraries combining fun and excitement with educational opportunities.
- Utilize group tour and student market specific print advertisements and collateral materials.
- Create and execute familiarization trips for group leaders and tour operators.
- Participate in co-op marketing programs, including direct mail, with established tour operators.
- Create press releases that have market segment (affinity, student, group) specific appeal.
- Continue and expand itinerary-based marketing approach to include targeted niche markets.
- Educate Missouri industry on the intricacies of working with unique markets such as military reunions, student groups, etc.
- Increase the number of suggested day trip offerings to benefit all vacation regions of the state.

Strategy

Employ Web site to increase cost-effective marketing strategies.

Tactic

Expand the itineraries and escort notes available, including a substantial increase in day trip offerings.

June 2005

SeeAmerica Week
London, England

June/July 2005

Missouri U.K. Sales Mission/Visit USA Ball
London, England

July 2005

Meeting Planners Trade Show
Jefferson City

August 13-16

ESTO 2005
Coeur D'Alene, Idaho

August 2005

Missouri Showcase Marketplace
Hannibal

August 2005

International Motor Coach Group
TBA

September 7-11

Midwest Travel Writers Association Conference
Traverse City, Mich.

September 7, 9, 14, 21, 23

FY06 Cooperative Marketing Program Seminars
TBA

September 22-24

Missouri Press Association Convention and Trade Show
Lake Ozark

September 2005

Student Youth Travel Association Conference
TBA

September 2005

Governor's Conference on Tourism
TBA

October 6

FY06 Cooperative Marketing Program Seminars
TBA

October 26-28

Travel Industry Association of America Marketing Outlook Forum
Seattle, Wash.

October 2005

Outdoor Writers' Conference
Springfield

October 2005

FY06 Cooperative Marketing Program Seminars
TBA

Fall 2005

Forever Young Senior Show
Toronto

Fall 2005

Addison Travel/Visit USA See America Trade Show
Toronto

November 3-4

Censtates Chapter Meeting (Local Chapter of TTRA)
Overland Park, Kan.

November 4-8

National Tour Association Annual Convention
Detroit, Mich.

November 2005

Ontario Motor Coach Association
Toronto

November 2005

World Travel Market
London, England

December 2005

Midwest Band Clinic
Chicago, Ill.

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